Municipality of French River
2025 Draft Public Budget Presentation

WEDNESDAY MARCH 5, 2025 – 6:00 PM

Municipality of
French River
Municipalité de la Rivière des Français

AGENDA

- Welcome and Intro / Overview of Budget Process
- Planning Session and Challenges in 2024 & 2025
- 2024 Unaudited Actuals & Summary
- Comparison of 2024 vs 2025 Draft Budgets (Revenues, Expenses and Net values)
- Departmental Explanation for Changes from 2024 Budget to 2025 Draft Budget
- Projects for 2025
- Capital Budget 2025
- Reserves and Deferred Revenues 2025
- Operational Budget Summary 2025
- Tax Breakdown & History
- Questions

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BUDGET PROCESS

- **Staff Budget Meeting** November 27, 2024
- **Budget Planning & Direction** December 17, 2024
- **Staff Review** January 2 – 31, 2025
- **1st Draft Budget Deliberations** February 6, 2025
- **Final Staff Review** February 7 – 21, 2025
- **Final Budget Deliberations** February 26, 2025
- **Public Budget Presentation** March 5, 2025
- **Adoption of 2025 Budget** March 19, 2025

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PLANNING SESSION DISCUSSIONS
DECEMBER 17, 2024

The Budget Process starts with a preliminary and planning stage where Council discussed objectives, ongoing and proposed projects, priorities as well as current and upcoming challenges.

During the Special Meeting (Planning Session) of December 17, 2024, Council was presented with the following current challenges to be addressed in the 2025 Budget:

- Waste Management and Environmental Operations (landfill capacity, curbside recycling)
- Montée Guérin culvert replacement and road rehabilitation
- Noëlville sewer infrastructure project
- Municipal Complex and Arena building roof and façade repairs
- Proposed addition to Arena for foodbank and operations
- Human Resources (benefit increases, inflation, succession planning)
- General liability insurance premium increases
- Increase in board levies – PHSD, DSB, MPAC, SEPB and Library
- Inflation – Operating and Capital (including fuel cost and utilities)
- Capital reserves – vehicles, equipment and buildings
- Development of Seniors Housing Project

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PLANNING SESSION DISCUSSIONS
DECEMBER 17, 2024

- OPP detachment
- Decrease in interest rate on bank account
- Community project funding requests (for ex. Trout Lake Health Monitoring, Good Food Market, curling rocks)

Council agreed that ongoing projects be prioritized and new projects be deferred to a future year. They also agreed to maintain the current service levels.

Based on the information presented, Council generally agreed that an acceptable tax levy increase for the 2025 Budget would be in the 6% range. This gave direction to staff to further the deliberation process.

2024 Unaudited Actuals

	Actuals 2024	Budget 2024	Variance
Total Revenues	11,618,016	10,802,501	815,515
Total Expenses	10,447,351	10,161,212	286,139
Net from Operations	**1,170,665**	**641,289**	**529,376**
Adjustments for calculation of tax levy increase:			
Amortization	1,229,489	1,241,571	-12,082
Landfill Post-Closure Costs	151,113	40,000	111,113
Capital Additions	-3,290,083	-3,884,782	594,699
Transfer to Deferred Revenues	-231,559	-474,103	242,544
	-2,141,040	**-3,077,314**	**936,274**
Transfers to Reserves:			
• Operating	-22,530	-17,515	-5,015
• Capital	-1,412,598	-1,352,816	-59,782
• Landfill Post-Closure Costs	-40,000	- 40,000	-
	-1,475,128	**-1,410,331**	**-64,797**
Transfers from Reserves:			
• Operating	69,285	84,820	-15,535
• Capital	2,315,584	3,599,624	-1,284,040
	2,384,869	**3,684,444**	**-1,299,575**
Use of General Surplus:	201,982	303,260	-101,278
One time fees for community risk assessment, storm water flushing, landfill Road Rehab/access to ponds, landfill engineering services (EA, leachate management, stormwater), engineer consulting fees for PW hoist, Joe Chartrand Park artist per diems, donation requests, beautification project, interest on reserves 2024			
Principal Portion of Long-Term Debt	-141,349	-141,349	-
Net	**-**	**-**	**-**

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TAX LEVY INCREASE – UNCONTROLLABLE COSTS

▪ Curbside recycling (to March 31, 2025)	$33,400	0.58%
▪ Wages and benefits	$184,700	3.20%
▪ Local board levies	$101,650	1.76%
▪ DSB $70,000		
▪ Public Health $ 9,500		
▪ MPAC $2,540		
▪ Library/Police $16,000		
▪ Planning Board $3,610		
▪ Use of working fund operating reserves in 2024	$50,000	0.87%
▪ Asset Retirement Obligations	114,500	1.98%
▪ OMPF grant increase	(219,500)	(3.80%)
▪ Insurance	10,106	0.18%
	$274,856	**4.76%**

EVOLUTION OF TAX LEVY INCREASE - 2025 DRAFT BUDGET

▪ Uncontrollable costs	$274,856	4.76%
▪ Net increase in operating budgets submitted	$ 12,558	0.22%
▪ Increase in amortization on capital assets	$ 87,700	1.52%
	$375,114	6.50%
▪ Use of modernization fund - curbside recycling	($33,400)	(0.58%)
TAX INCREASE - 2025 DRAFT BUDGET	***$341,714***	***5.92%***

GENERAL GOVERNMENT
CHANGES IN THE 2025 DRAFT BUDGET

General Government	2024 Budget	2025 Budget	Variance
Total Revenues	504,762	592,642	87,880
Total Expenses	1,963,293	2,131,372	168,079
Net	**- 1,458,531**	**- 1,538,730**	**- 80,199**

General Government	Expenses	Revenues
Wage increase including health benefits	$ 68,828	
Increase in insurance premiums and website moved to new platform	19,106	
Projects continuing in 2025 (food bank)	63,938	63,938
Grant funding for development of phase 4 of asset management plan		55,975
Reduction in interest income on bank account		- 35,000
Amortization of capital assets	12,730	
Other	3,477	2,967
Total Changes in General Government (Council/Corporate)	**168,079**	**87,880**

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PROTECTION SERVICES - FIRE DEPARTMENT CHANGES IN THE 2025 DRAFT BUDGET

Fire Department	2024 Budget	2025 Budget	Variance
Total Revenues	20,000	36,461	16,461
Total Expenses	535,592	567,385	31,793
Net	**- 515,592**	**- 530,924**	**- 15,332**

Fire Department	Expenses	Revenues
Wage increase including health benefits	$ 15,733	
Community Risk Assessment finished in 2024	- 25,000	
Increase records management system and knox-box program	12,000	
Funding for purchase of decontamination equipment		$ 16,461
Amortization of capital assets	26,560	
Other	2,500	-
Total Changes in Fire Department	**$ 31,793**	**$ 16,461**

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PROTECTION SERVICES – POLICE CHANGES IN THE 2025 DRAFT BUDGET

Police	2024 Budget	2025 Budget	Variance
Total Revenues	663,721	682,003	18,282
Total Expenses	663,721	690,003	26,282
Net	**-**	**- 8,000**	**- 8,000**

Police		Expenses		Revenues
Increase in OPP fees in 2025	$	18,282	$	18,282
Municipality's share of new police board		8,000		
Total Changes in Police	**$**	**26,282**	**$**	**18,282**

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PROTECTION SERVICES – EMERGENCY MEASURES CHANGES IN THE 2025 DRAFT BUDGET

Emergency Measures	2024 Budget	2025 Budget	Variance
Total Revenues	50,000	66,553	16,553
Total Expenses	25,000	5,000	-20,000
Net	**25,000**	**61,553**	**36,553**

Emergency Measures	Expenses	Revenues
Pandemic officially ended in 2023	$ - 20,000	$ - 20,000
Use of Covid funding for increase in public health board fees		9,500
Use of Covid funding for increase in health/dental benefits		27,053
Total Changes in Emergency Measures	**$ - 20,000**	**$ 16,553**

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PROTECTION SERVICES – SUDBURY EAST BUILDING AND BY-LAW SERVICES
CHANGES IN THE 2025 DRAFT BUDGET

Sudbury East Building and By-Law Services	2024 Budget	2025 Budget	Variance
Total Revenues	232,824	526,867	294,043
Total Expenses	360,206	615,371	255,165
Net	**- 127,382**	**- 88,504**	**38,878**

By-Law Services	Expenses	Revenues
Wage increase including health benefits	$ 10,953	
Shared services now managed by the Municipality of French River and billed to 3 other municipalities		$ 211,871
Additional contributions from 4 municipalities – purchase of new By-Law Truck		24,337
Addition of Chief Building Officer, Manager of By-Law services and addition of new By-Law officer in shared services billed to 3 participating municipalities	244,212	
New user fees (short term rentals, travel trailer by-laws)		33,200
Grant funding for new By-Law officer		24,635
Total Changes in By-Law Services	**$ 255,165**	**$ 294,043**

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PUBLIC WORKS
CHANGES IN THE 2025 DRAFT BUDGET

Public Works	2024 Budget	2025 Budget	Variance
Total Revenues	521,103	847,000	325,897
Total Expenses	2,648,657	2,756,288	107,631
Net	**- 2,127,554**	**- 1,909,288**	**218,266**

Public Works	**Expenses**	**Revenues**
Wage increase including health benefits	$ 27,924	
Increase in volume of aggregates and contracted services for maintenance of roads and culverts	55,000	
Amortization of capital assets	21,707	
Gas tax revenue funding used to fund arena boilers in Recreation services in 2025		$ - 177,824
Use of NORDS and OCIF funding from deferred revenues for rehabilitation of culvert and road for Montee Guerin		503,721
Other	3,000	-
Total Changes in Public Works	**$ 107,631**	**$ 325,897**

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ENVIRONMENTAL – LANDFILL/DRAINS CHANGES IN THE 2025 DRAFT BUDGET

Landfill/Drains	2024 Budget	2025 Budget	Variance
Total Revenues	328,710	234,289	- 94,421
Total Expenses	1,234,581	1,202,622	- 31,959
Net	**- 905,871**	**- 968,333**	**- 62,462**

Landfill/Drains		Expenses		Revenues
Net Wage decrease including health benefits – duties of Manager of Environmental include Manager of By-Law Services included under SEBBS	$	- 37,802		
Recycling program operated by manufacturers effective April 1, 2025		- 150,572	$	- 128,721
New accounting standard for asset retirement obligations in effect during 2024		114,437		
Food Cycler Pilot Program		34,300		34,300
Amortization of capital assets		9,046		
Other		- 1,368		-
Total Changes in Landfill/Drains	**$**	**- 31,959**	**$**	**- 94,421**

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ENVIRONMENTAL – SEWERS
CHANGES IN THE 2025 DRAFT BUDGET

Sewers	2024 Budget	2025 Budget	Variance
Total Revenues	137,430	140,168	2,738
Total Expenses	164,297	165,197	900
Net	**- 26,867**	**- 25,029**	**1,838**

Sewers	Expenses	Revenues
Increase of sewer service user fee from $425 to $435		$ 2,738
Amortization of capital assets	$ 900	
Total Changes in Sewers	**$ 900**	**$ 2,738**

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HEALTH AND SOCIAL SERVICES CHANGES IN THE 2025 DRAFT BUDGET

Health and Social Services	2024 Budget	2025 Budget	Variance
Total Revenues	18,500	23,500	5,000
Total Expenses	1,468,003	1,547,497	79,494
Net	**- 1,449,503**	**- 1,523,997**	**- 74,494**

Health and Social Services	Expenses	Revenues
Public Health Sudbury and Districts – levy increase	$ 9,500	
Ambulance Services (DSB) – levy increase	45,169	
Social and family services (DSB) – levy increase	24,825	
Increase in revenues for sale of cemetery plots and columbarium niches		$ 5,000
Total Changes in Health and Social Services	**$ 79,494**	**$ 5,000**

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RECREATION AND CULTURAL SERVICES CHANGES IN THE 2025 DRAFT BUDGET

Recreation and Cultural Services	2024 Budget	2025 Budget	Variance
Total Revenues	404,299	488,043	83,744
Total Expenses	972,064	1,061,012	88,948
Net	**- 567,765**	**- 572,969**	**- 5,204**

Recreation and Cultural Services	Expenses	Revenues
Wage increase including health benefits	$ 43,346	
French River Public Library – increase of 4.6%	8,000	
Projects finished in 2024 (Alban beach swing, Joe Chartrand Park betterments)	- 13,176	$ - 92,176
Multi-year capital funding for rehabilitation of Alban Community Centre		- 90,724
Wally Lamondin Park bathrooms (donations and parkland deferred revenues)		75,000
Gas tax revenue funding (arena boilers)		188,035
Arena maintenance and repairs (canteen, plumbing, curling rocks)	20,000	4,000
Park maintenance	7,500	
Amortization of capital assets	16,599	
Other	6,679	- 391
Total Changes in Recreation and Cultural Services	**$ 88,948**	**$ 83,744**

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PLANNING AND DEVELOPMENT CHANGES IN THE 2025 DRAFT BUDGET

Planning and Development	2024 Budget	2025 Budget	Variance
Total Revenues	18,200	18,200	-
Total Expenses	125,798	156,408	30,610
Net	**- 107,598**	**- 138,208**	**- 30,610**

Planning and Development	Expenses	Revenues
Increase in Sudbury East Planning Board levy	$ 3,610	
Economic development funding ended in 2024, now funded 50/50 with another municipality	27,000	
Total Changes in Planning and Development	**$ 30,610**	**$ -**

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TAXATION AND OPERATING GRANT CHANGES IN THE 2025 DRAFT BUDGET

Taxation and Operating Grant	2024 Budget	2025 Budget	Variance
Total Revenues	7,902,953	8,120,453	217,500
Total Expenses	-	-	-
Net	**7,902,953**	**8,120,453**	**217,500**

Taxation and Operating Grant	Expenses	Revenues
Increase in operating grant (Ontario Municipal Partnership Fund)		$ 219,500
Other		- 2,000
Total Changes in Taxation and Operating Grant	**$ -**	**$ 217,500**

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SURPLUS ITEMS – UNFINISHED PROJECTS 2024

▪ Municipal Complex Fascia Rehabilitation	$75,000
▪ Purchase of By-Law Truck SEBBS	$62,433
▪ Shanty Bay Road Fixes	$30,000
▪ Shed Curbside Recycling	$10,000
▪ Sewer Lift Stations, St. David MC Panel Upgrade and Hydro at Lagoon	$135,000
▪ Lagoon Rehabilitation	$75,000
▪ Shanty Bay Wharf Rehabilitation	$40,000
Surplus and Reserves to be used in 2025	**$427,433**

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PROJECTS FOR 2025

Municipal Complex roof/fascia	$575,000
Fire Chief Truck and Refurbishment of Rescue Truck #2	$280,000
Wally Lamondin Park bathrooms	$75,000
Beautification project, walking trails and concert series	$25,000
Rehabilitation of Montee Guerin culvert and road	$800,000
Lagoon rehabilitation	$75,000
Rehabilitation of the Alban Community Centre	$138,390
Arena Boilers	$325,000
Purchase of By-Law Truck	$62,433

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CAPITAL BUDGET 2025

Department	Asset Description	2025 Budget	Allocation of Funds	
			Transfer from Reserves	Capital Grants
General Government	Municipal Complex Fascia Rehabilitation (deferred from 2024)	75,000	75,000	
	Municipal Complex Roof Rehabilitation	500,000	500,000	
Protective Services - Fire	Fire Chief Truck	165,000	165,000	
	Decontamination Equipment	27,000	10,539	16,461
	Firehall Bathrooms – Drawings	20,000	20,000	
	Refurbishment of Rescue Truck #2	115,000	115,000	
Protective Services – By-Law	By-Law Truck (deferred from 2024)	62,433	38,095	24,338
Public Works	Roads	700,000	700,000	
	Street Lights	15,000	15,000	
	Rehabilitation of Montee Guerin Culvert and Road	800,000	-	800,000
	Industrial Shelter	75,000	75,000	
	Auto Greaser Truck #2	10,000	10,000	
	Noelville Cemetery Culvert	50,000	50,000	
	Plow for F550 Truck	20,500	20,500	

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CAPITAL BUDGET 2025

Department	Asset Description	2025 Budget	Allocation of Funds	
			Transfer from Reserves	Capital Grants
Environmental Services	Sewer Lift Stations (deferred from 2024)	35,000	35,000	
	Hydro Sanitary Sewers (deferred from 2024)	75,000	75,000	
	Sheds Curbside Recycling(deferred from 2024)	10,000	10,000	
	St. David MC Panel Upgrade (deferred from 2024)	25,000	25,000	
	Lagoon Rehabilitation (deferred from 2024)	75,000	75,000	
	Loader Tires	40,000	40,000	
	Waste Bins Landfill	70,000	70,000	
Recreation	Alban Community Centre Rehab – ICIP	138,390	36,909	101,481
	Shanty Bay Wharf Rehabilitation (deferred from 2024)	40,000	40,000	
	Wally Lamondin Park Bathrooms	75,000	-	75,000
	Arena Boilers	325,000	136,965	188,035
	Arena Hockey Nets	5,000	5,000	
	Splash Pad Washroom	8,000	8,000	
Total		**3,556,323**	**2,351,008**	**1,205,315**

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5 Year Capital Road Plan

Road	Year	Estimated Cost
Green Bay Road	2025	$ 250,000
Guardrails Replacement	2025	$ 110,000
Plouffe Road	2025	$ 50,000
Labrosse Road	2025	$ 30,000
Lac Claire Road	2025	$ 30,000
Drifwood Road	2025	$ 30,000
Taillon Road	2025	$ 30,000
Harmony Point Road	2025	$ 25,000
Sedgwick Road and Heritage River Road	2025	$ 25,000
Trout Lake Road	2025	$ 20,000
Bayside Road	2025	$ 15,000
Voyageur Road	2025	$ 15,000
Harmony Point Road	2025	$ 10,000
Shanty Bay Road	2026	$ 80,000
Delamere Road	2026	$ 200,000
Jean Street	2026	$ 70,000
Labrosse Road	2026	$ 35,000
Woodvale Crescent	2026	$ 15,000
Green Bay Road	2026	$ 200,000
Edna, Nadon, Joseph, Daoust Street	2026	$ 70,000

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5 Year Capital Road Plan

Road	Year	Estimated Cost
Turenne	2027	$ 650,000
Edna, Nadon, Joseph, Daoust Street	2028	$ 90,000
Brousseau Road	2028	$ 15,000
Dry Pine Bay Road	2028	$ 130,000
Gauthier Road	2028	$ 15,000
Gilbert Road	2028	$ 15,000
Hass Road	2028	$ 30,000
Léger Road	2028	$ 25,000
Lise Street	2028	$ 10,000
Pine Ridge Drive	2028	$ 30,000
Presqu'ile Road	2028	$ 30,000
Whippoorwill Road	2028	$ 55,000
White Pine Lane	2028	$ 15,000
Turenne	2028	$ 300,000
Dokis Reserve Road	2029	$ 80,000
Sedgwick Road	2029	$ 200,000
Shanty Bay Road	2029	$ 150,000

RESERVES 2025

	Opening Balance	Use of Reserves	Contribution Through Amortization	Contributions (incl. Interest)	Ending Balance
Infrastructure Reserve:					
• Roads	915,627	- 700,000	417,247	30,913	663,788
• Bridges	219,628	-	20,094	8,799	248,521
• Storm Sewers	255,738	- 57,500	17,118	9,168	224,524
• Parking Lot	159,952	-	16,348	6,441	182,742
• Parks	113,062	- 48,000	40,807	4,194	110,063
• Streetlights	52,215	- 15,000	11,057	1,925	50,196
Building Reserve	423,400	- 706,909	264,747	7,947	- 10,814
Vehicle Reserves	68,028	- 280,000	173,036	2,219	- 36,717
Equipment Reserves	- 16,030	- 303,004	285,718	-	- 33,316
Landfill Reserves	645,510	- 95,000	61,798	28,842	641,450
Sanitary Sewers Reserves	677,215	- 210,000	21,143	22,370	510,728
Operating Reserves	560,104	- 58,124	15,817	20,414	538,212
Total Reserves	**4,074,750**	**- 2,473,537**	**1,344,930**	**143,232**	**3,089,375**

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OPERATING RESERVES 2025

OPERATING RESERVES	Opening Balance	Use of Reserves	Contributions (incl Interest)	Ending Balance
Election Reserve	19,830	-	760	20,589
Working Fund Reserve	118,900	-	4,555	123,455
SEBBS Reserves	22,278	- 38,095	15,817	-
Winter Control Reserve	232,826	-	8,920	241,746
Planning Reserve	9,937	-	381	10,318
Lagoon Study	17,236	-	660	17,896
Rural Economic Development Program	22,981	-	880	23,862
Community Development	10,545	-	404	10,949
Tourism Promotion	9,996	-	383	10,379
Business Development	5,744	-	220	5,965
Planning and zoning	15,848	- 10,000	416	6,264
Legal	28,427	-	1,089	29,516
Sewer Operating Reserve Fund	16,829	- 10,029	645	7,445
Human Resources	28,727	-	1,101	29,827
Total Operating Reserves	**560,104**	**- 58,124**	**36,231**	**538,212**

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DEFERRED REVENUES

	Opening Balance	Received	Spent	Ending Balance
Deferred Parkland Revenues	107,158	3,000	- 60,600	49,558
Modernization Fund	118,997	-	- 45,228	73,769
Covid-19 Safe Restart	205,114	-	- 66,553	138,561
Covid-19 Recovery for Municipalities	78,535	-	-	78,535
Montée Guérin Rehabilitation	933,686	461,448	- 1,044,010	351,124
Total Deferred Revenues	**1,443,490**	**464,448**	**- 1,216,391**	**691,547**

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Operational Budget Summary 2025

		Budget	Notes
Total	Revenues	$ 11,776,180	
	Expenses	10,898,155	
Net from Operations		**878,025**	
Amortization Expense		1,344,930	
Amortization of Asset Retirement Obligations and Landfill Post-closure Costs		154,437	
Capital Additions		(3,556,323)	
Transfers to Reserves and Deferred Revenues		(1,488,162)	
Transfers from Reserves		2,473,537	
Use of General Surplus		-	
Principal Portion of Long-Term Debt		(148,158)	
Net		**$ (341,714)**	**5.92% Levy increase**

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YOUR TAXES - EXAMPLES

If MPAC Valued your Property at **$169,000 in 2024** (average assessment of non waterfront single family detached property), you are on the sanitary sewer system and there was <u>**no increase in your assessed value**</u>, the proposed increase would mean an increase from 2024's final tax bills of $73.39.

Tax Rate 2025:	x	0.00974927	$ 1,647.63 *(+59.08 over 2024)*
Education Tax Rate:	x	0.00153000	$ 258.57 *(No change)*
OPP (estimated):			$ 243.09 *(+4.31 over 2024)*
Total Taxes for 2025			$ 2,149.29 (+63.39 or 3.03%)
Sewer			$ 435.00 (+10.00 over 2024)
Total tax bill for 2025			**$ 2,584.29 (+73.39 or 2.92%)**

If MPAC Valued your Property at **$274,000 in 2024** (average assessment of waterfront single family detached property), and there was <u>**no increase in your assessed value**</u>, the proposed increase would mean an increase from 2024's final tax bills of $100.10.

Tax Rate 2025:	x	0.00974927	$ 2,671.30 *(+95.79 over 2024)*
Education Tax Rate:	x	0.00153000	$ 419.22 *(No change)*
OPP (estimated):			$ 243.09 *(+4.31 over 2024)*
Total Taxes for 2025			**$ 3,333.61 (+100.10 or 3.09%)**

Online Tax Calculator/Estimation Tool https://www.frenchriver.ca/p/property-tax

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YOUR TAXES - EXAMPLES

If MPAC Valued your Property at **$400,000 in 2024** and there was **no increase in your assessed value**, the proposed increase would mean an increase from 2024's final tax bills of $144.15.

Tax Rate 2025:	x	0.00974927	$ 3,899.71 *(+139.84 over 2024)*
Education Tax Rate:	x	0.00153000	$ 612.00 *(No change)*
OPP (estimated):			$ 243.09 *(+4.31 over 2024)*
Total Taxes for 2025			**$ 4,754.80 (+144.15 or 3.12%)**

If MPAC Valued your Property at **$650,000 in 2024** and there was **no increase in your assessed value**, the proposed increase would mean an increase from 2024's final tax bills of $231.55.

Tax Rate 2025:	x	0.00974927	$ 6,337.03 *(+227.24 over 2024)*
Education Tax Rate:	x	0.00153000	$ 994.50 *(No change)*
OPP (estimated):			$ 243.09 *(+4.31 over 2024)*
Total Taxes for 2025			**$ 7,574.62 (+231.55 or 3.15%)**

Online Tax Calculator/Estimation Tool https://www.frenchriver.ca/p/property-tax

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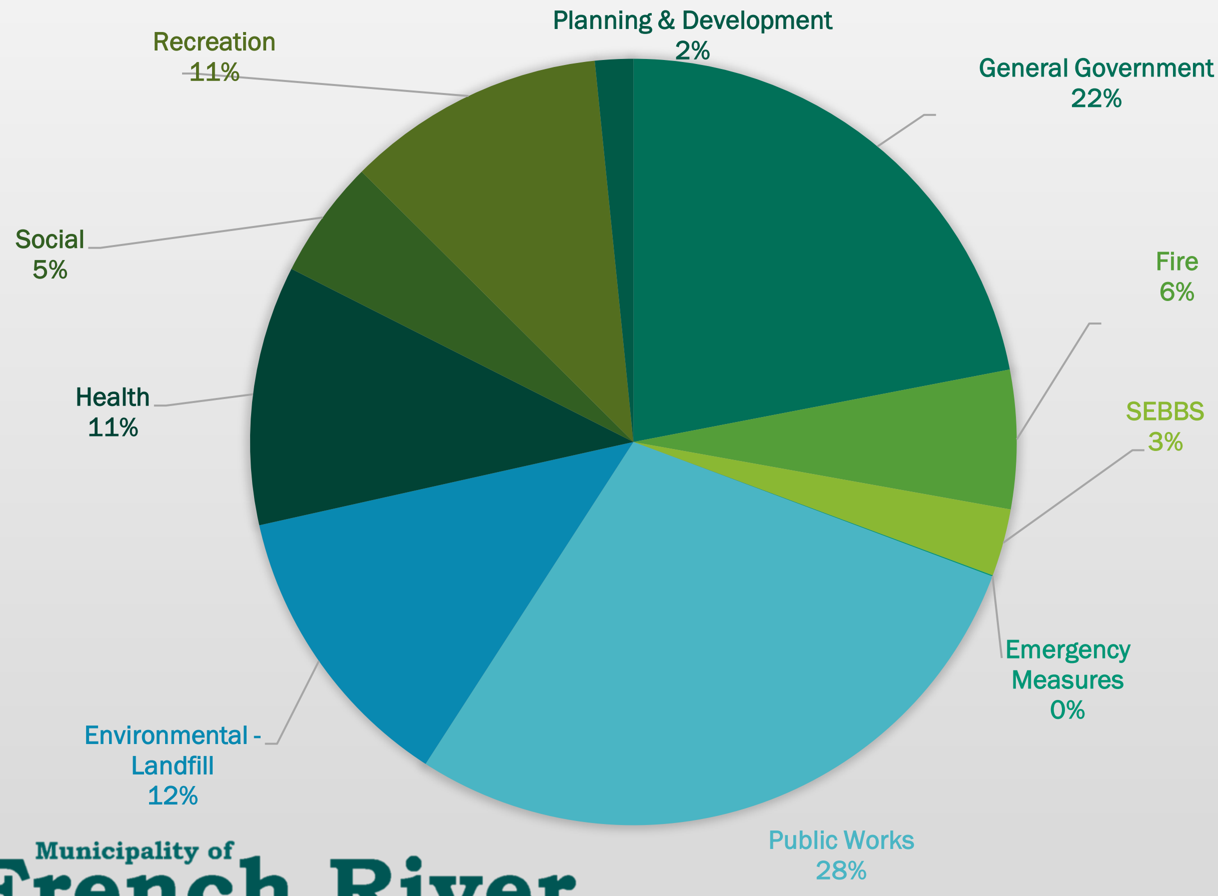
WHERE TAX DOLLARS ARE SPENT (2025 EXPENSES)



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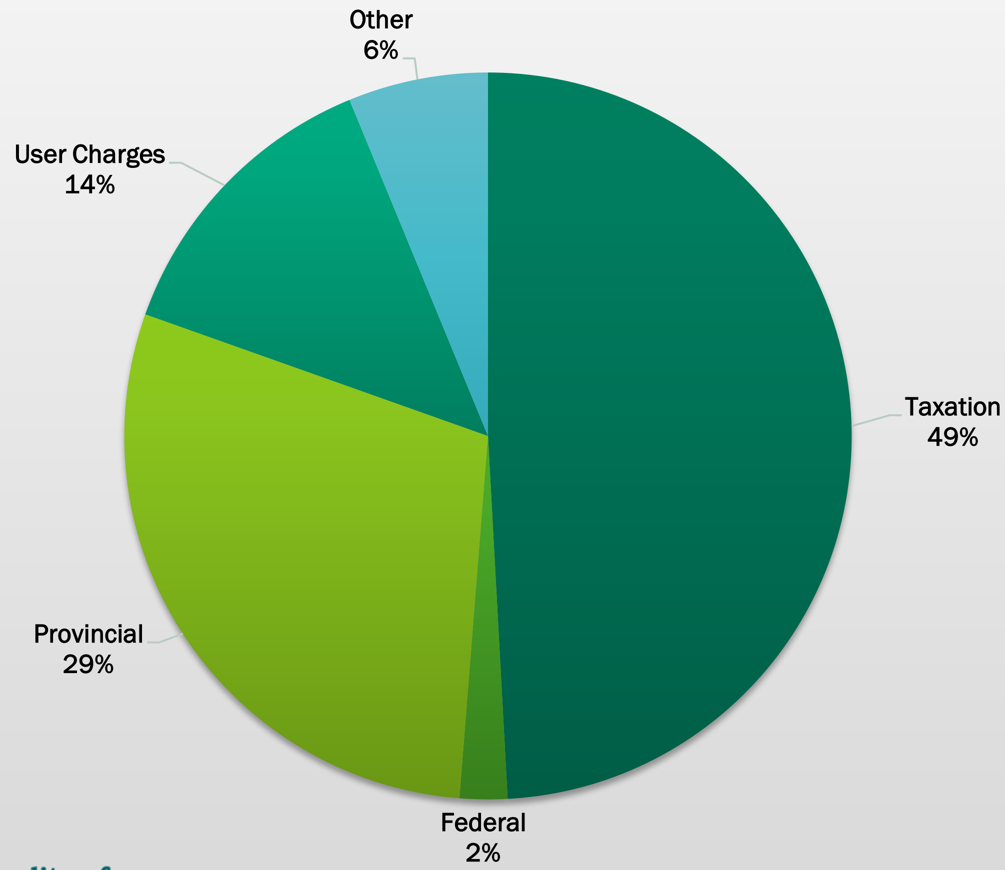
WHERE ARE THE FUNDS COMING FROM? (2025 REVENUES)



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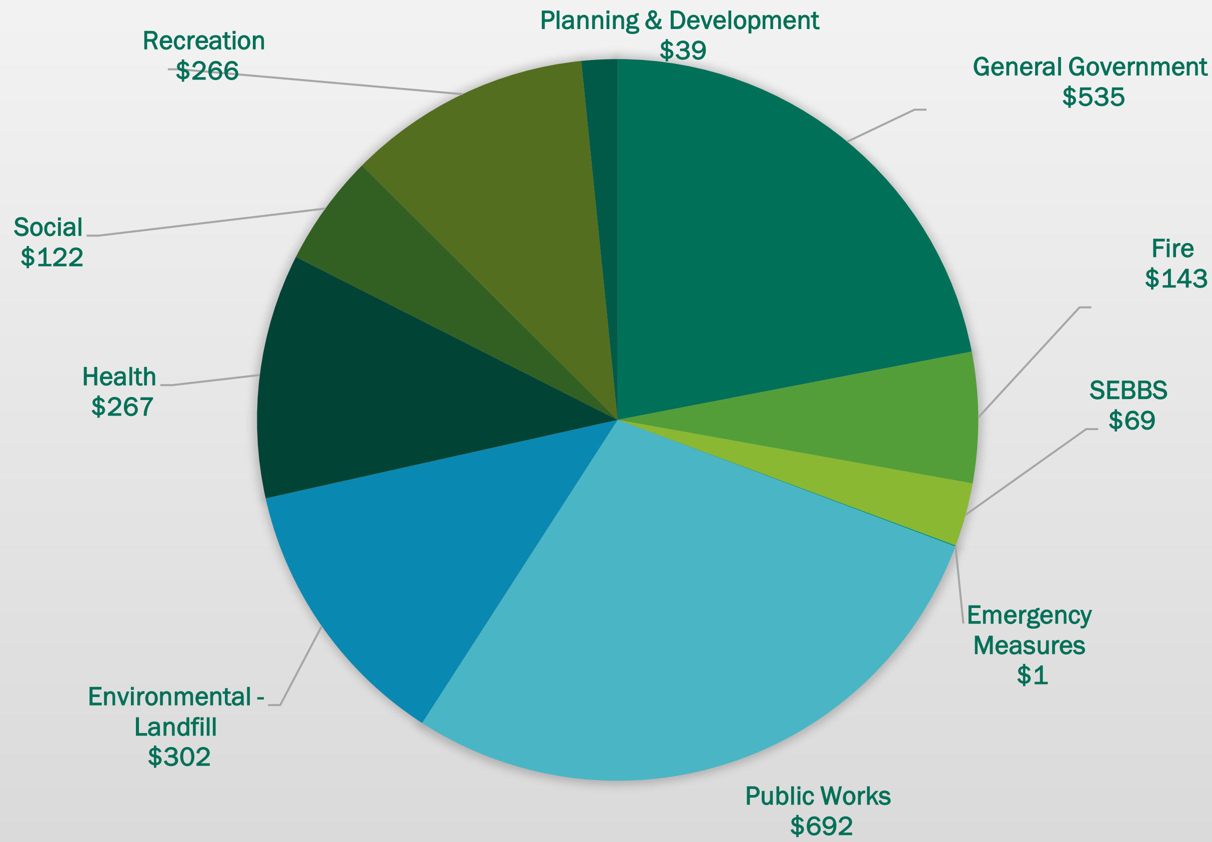
EXAMPLE FOR DISTRIBUTION OF TAXES ON A $250,000 ASSESSMENT



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HISTORY OF TAXATION ON A $250,000 ASSESSMENT

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QUESTIONS AND COMMENTS